"Improved quality of a life for all"

2017/2018

APPROVED SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

NKANGALA DISTRICT MUNICIPALITY

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1. EXECUTIVE MAYOR'S FOREWORD

The Service Delivery and Budget Implementation Plan (SDBIP) translates the District's strategic vision, development objective and priorities into specific and measurable actions on programmes and projects. It commits Nkangala District Municipality to a delivery contract entered into with diverse stakeholders and sectors drawn from our communities that was forged during the extensive public consultation processes facilitated by the District during the planning, monitoring and budget processes.

As part of Local Government sphere in South Africa, the District is in a relentless pursuit to better the quality of lives of our people inter alia, by:

- Promoting integrated planning amongst all stakeholders and state organs;
- Strengthening our inter-governmental relations processes and
- Consolidating our status as a centre of excellence in service delivery and good governance as evidenced by the clean audit we received for the 2015/2016 financial year.

We have embarked on a development path as Nkangala District inclusive of the six constituent Local Municipalities in a quest to repositioning the District as a major catalyst in driving an inclusive economic development, underpinned by radical transformation, by ensuring that the emerging contractors, SMME's co-operatives, including women, the youth and people living with disabilities are at the centre of the Local Economic Development. To this end, the SDBIP is responding directly to the revised needs for our communities and stakeholders. The following priorities were identified as key in turning the status quo around:

- Poverty eradication, rural and economic development and Job Creation
- Municipal Financial Viability and Management
- Infrastructure Development and disaster management
- Infrastructure Development and effective Service Delivery
- Spatial planning and Human Settlement

Making a difference in peoples' lives is our core business at NDM, our hands are on deck, in attaining **IMPROVED QUALITY OF LIFE FOR ALL**

CLR L M MALATJIE

EXECUTIVE MAYOR

2. INTRODUCTION

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA."

As the budget gives effect to the strategic priorities of the municipality, it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that "the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillor's, municipal manager, senior managers and community."

3. LEGISLATION

The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (SDBIP) as: a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

(a) projections for each month of-
    (i) revenue to be collected, by source; and
    (ii) operational and capital expenditure, by vote;
(b) service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Nkangala District Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote[1]
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

[1] Section 1 of the MFMA defines a "vote" as:
a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

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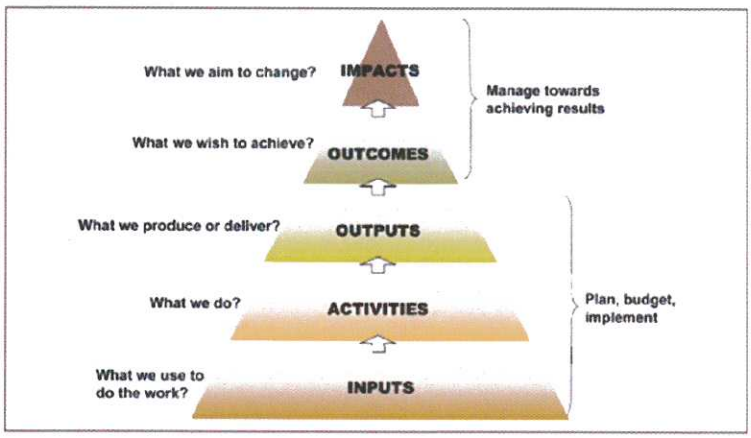
4. METHODOLOGY AND CONTENT

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Nkangala District Municipality is aligned to the Key Performance Areas (KPAs) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by the municipality in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information[2] (FMPPI) that was published in May 2007. The accompanying figure as an extract from the FMPPI is hereby indicated.

The Logic Model was followed whereby desired impacts were identified for each strategic objective with measurements and targets contributing to the achievement of those impacts. This was followed by the identification of programmes and associated outcomes and measurements and targets contributing to the achievement of those outcomes. Then SMART programme objectives and short, medium and long terms strategies were developed to achieve the outcomes and associated output indicators and targets.

Thereafter projects were identified with quarterly activities and required budget as well as required human resources, furniture and equipment (inputs). This process was used to prioritise projects, capital items to be acquired and the personnel budget.



The strategies of the municipality, which are linked to programmes, measurement and targets as well as projects focus on and are aligned to the National and Provincial priorities.

The key performance indicators and targets as well as the projects that are contained in this SDBIP are to measure, monitor and report on the implementation of the outcomes and strategies

[2] The Framework for Managing Programme Performance Information is available at: www.treasury.gov.za

identified in the strategic phase of the IDP. Indicators are assigned quarterly targets and responsibilities to monitor performance.

The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. The second layer of the SDBIP, that need not be made public, will deal with the breakdown of more details of outputs per directorate and will be contained in the directorates' SDBIPs.

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5. VISION, MISSION AND VALUES

5.1 NDM DEVELOPMENT PRIORITIES, OBJECTIVES, STRATEGIES, KPI PER KPA AND PROJECTS.

According to Section 53 of the Constitution a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community, and participate in national and provincial development programmes[3].

The above implies that local government must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas recognised by national and provincial government will therefore guide the strategic priority areas identified by municipalities to build a developmental government that is efficient, effective and responsive; to strengthen accountability and to strive for accountable and clean government; to accelerating service delivery and supporting the vulnerable; and to foster partnerships, social cohesion and community mobilisation.

The focus of the Nkangala District Municipality is on shaping the future of the municipality to, as the vision statement reflects accelerate ***"Improved quality of life for all".***

In this journey the municipality is intent on aligning its goals and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP prioritises, that closely link to Nkangala, focus on:

- an economy that will create more jobs;
- improving infrastructure;
- transition to a low-carbon economy;
- an inclusive and integrated rural economy;
- reversing the spatial effects of apartheid;
- improving the quality of education;
- training and innovation;
- quality health care for all;
- social protection;
- building safer communities;
- reforming the public service, and

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- fighting corruption and transforming society and uniting the country

It is the National Government's priority area, to ensure a better life for all by providing basic services to all communities, which amongst others includes creating sustainable jobs, poverty alleviation and relevant skills transfer through successful implementation of government programmes and lastly, by encouraging the transformation of community participation and involvement.

It has been shown that where there has been State intervention in the economy through direct public investment in infrastructure, there has been economic growth and more job creation. Therefore, the Nkangala District Municipality seeks to position itself to relate directly to amongst other initiatives the National Development Plan, National Outcomes, in particular the outputs from Outcome Nine, and the Provincial Employment Growth and Development Plan (PEGDP) and the Vision 2030 Mpumalanga.

Therefore, this Chapter sets out the main strategic goals, desired impacts, outcomes, measurements and targets to be achieved, aligned to the strategies to be implemented in order to achieve the vision of the municipality. Strategic Goals were developed at a Strategic Lekgotla held over three (3) days between the 4th and 6th February and the following Development Objectives; refer following table, were adopted during an IDP Indaba held on the 17th and 18th March 2016.

Developmental Objectives	Strategic Goals
Integrated Sustainable Human Settlements and improved quality of household life	Integrated Regionalised Planning
Efficient, competitive and responsive economic infrastructure network	Sustainable Infrastructure and Service Provisioning
Decent employment through inclusive economic growth	Inclusive Economic Growth
Inculcate and improve financial sustainability and management	Sound Financial Management
Responsive, accountable, effective, efficient and sound Governance System	Sound Electronic Governance
Skilled and capable workforce supportive of inclusive growth	Competent, Innovative and Accountable Team
Vibrant, equitable and sustainable rural communities and food security	Healthy Social Environment
Protection and enhancement of environmental assets and natural resources	Healthy Social Environment

The following table depicts the expected outcome to be achieved by the successful implementation of the Nkangala District municipalities adopted Strategic goals.

Strategic Goal	Outcome
Healthy Social Environment	Improved quality of life, effective and efficient service delivery
Inclusive Economic Growth with Sustainable Development	Diversified and sustainable regional economy by 2030
Sound Financial Management	Financial sustainability
Sustainable Infrastructure and Service Provisioning	Deliver various infrastructure projects for sustainable economic growth and service provision to communities

Strategic Goal	Outcome
Integrated Regionalised Planning	Integrated economic space and sustainable human settlements by 2030
Sound Electronic Governance	Clean Audit results and satisfied and participative communities
Competent, Innovative and Accountable Team	High performing and effective employees

The District Municipality must ensure that it aligns its strategic goals with the National and Provincial goals and priorities. The table underneath reflects the Nkangala strategic goals' alignment to Local Government Key Performance Areas.

CoGTA Key Performance Areas	Nkangala Strategic Goals
KPA 1: Institutional Development and Transformation	Competent, Innovative and Accountable Team
KPA 2: Good Governance and Public Participation	Sound Electronic Governance
KPA 3: Local Economic Development	Inclusive Economic Growth with Sustainable Development
KPA 4: Financial Viability and Financial Management	Sound Financial Management
KPA 5: Basic Service Delivery and Infrastructure	Healthy Social Environment
	Sustainable Infrastructure and Service Provisioning
KPA 6: Spatial Rationale	Integrated Regionalised Planning

The Strategic Goals and CoGTA Key Performance Areas have been aligned to specific Priority Issues which were again endorsed at the recent Strategic Lekgotla and IDP Indaba as still being relevant to the current status quo. The confirmation of the current developmental strategies will serve to galvanise management in a concerted effort to implement the strategic intent as outlined in this document for the current and forward years of the five year (5) cycle. The Balanced Scorecard approach must enable the municipality to measure financial management, client value proposition, institutional processes (efficiencies and effectivity) and the skills and competency levels of its people. It should contribute to the disbanding of the institutional silos; identifying the integrative programme for service delivery and that the budget should support the initiatives as stipulated through the processes.

The following table depict the Priority Issues and their respective alignment to each Strategic Goals and CoGTA Key Performance Area.

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COGTA Key Performance Areas	Nkangala Strategic Goals	Priority Issues
KPA 1: Institutional Development and Transformation	Competent, Innovative and Accountable Team	Powers, Duties and Functions
		Organisational Restructuring and Transformation
KPA 2: Good Governance and Public Participation	Sound Electronic Governance	Communication, Liaison and Alignment
KPA 3: Local Economic Development	Inclusive Economic Growth with Sustainable Development	Economic development and job creation
KPA 4: Financial Viability and Financial Management	Sound Financial Management	Financial Management
KPA 5: Basic Service Delivery and Infrastructure	Healthy Social Environment	Health
		Education
		Welfare
		Sports and Recreation, Arts and Culture
		Safety and Security
		Emergency Services
		Transversal
		Environmental Management
		Waste Management
	Sustainable Infrastructure and Service Provisioning	Water and Sanitation
		Electricity Supply
		Roads and Storm Water
		Transportation
KPA 6: Spatial Rationale	Integrated Regionalised Planning	Spatial Restructuring and Space Provision
		Land Reform
		Housing and Land Administration

6. PROJECTED MONTHLY REVENUE AND EXPENDITURE

As a District municipality the importance of revenue collection is regarded as somewhat minor in relation to other functions, although it requires to exercise a role of oversight with respect to other municipalities in its area of jurisdiction to ensure all revenue streams are will optimized so as not to undermine the ability of the municipalities to deliver on services.

However it is necessary for the municipality to account for monthly projections of expenditure. The expenditure projections relate to cash paid and should reconcile to the cash flow (reconciliation between revenue and expenditure per month) It is necessary to manage and monitor cash flow on a monthly basis to ensure that expenditure do not exceed income, which if not properly managed might lead to the municipality running into financial difficulties.

This section of the document is based upon the Adjustment Budget Schedules that serve as supporting documentation for the budget, in particular Schedules SA25 – SA30 and will deal with the following:

Monthly Revenue Projections:	Monthly Expenditure Projections:	Cash Flow Projections:
a. Revenue by source; b. Revenue by vote; c. Revenue in terms of standard classifications.	a. Expenditure by type; b. Overall expenditure: i. By vote ii. In terms of standard classifications c. Capital expenditure: i. By vote ii. In terms of standard classifications	a. Cash receipts by source b. Cash payments by type

The SDBIP information on revenue and expenditure will be monitored and reported monthly in terms of section 71 of the MFMA

DC31 Nkangala - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue By Source															
Property rates	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	1	–	2	2	2	–	1	–	2	–	–	1	10	11	11
Interest earned - external investments	2 030	2 125	1 980	2 548	2 775	2 050	3 160	1 297	2 395	1 800	2 040	1 250	25 450	22 459	20 468
Interest earned - outstanding debtors	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Dividends received	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	–	30	10	50	35	50	–	15	20	15	15	260	500	550	602
Licences and permits	25	30	20	15	25	30	45	22	28	38	75	47	400	420	435
Agency services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies	141 285	2 296	–	–	1 882	113 007	–	1 255	84 764	–	–	–	344 488	347 966	355 394
Other revenue	36	31	31	36	31	1	26	16	21	16	16	1	260	266	271
Gains on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)	**143 376**	**4 511**	**2 042**	**2 651**	**4 750**	**115 138**	**3 232**	**2 604**	**87 229**	**1 869**	**2 146**	**1 559**	**371 108**	**371 671**	**377 182**

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DC31 Nkangala - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Expenditure By Type															
Employee related costs	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	136 885	144 414	152 356
Remuneration of councillors	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	12 795	13 498	14 241
Debt impairment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Depreciation & asset impairment	909	909	909	909	909	909	909	909	909	909	909	909	10 912	13 922	15 314
Finance charges	39	39	450	39	39	39	39	39	450	39	39	39	1 296	968	516
Bulk purchases	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contracted services	3 381	3 448	4 567	3 161	4 336	3 742	3 375	3 294	4 288	2 704	3 467	5 646	45 410	48 563	47 612
Transfers and subsidies	7 716	7 991	9 689	10 093	14 627	9 361	9 768	5 099	4 775	9 338	4 547	19 091	112 095	128 660	126 863
Other expenditure	4 115	3 630	5 130	6 385	4 593	4 566	3 740	4 038	4 249	3 577	3 720	4 471	52 214	52 496	55 559
Total Expenditure	**28 634**	**28 492**	**33 220**	**33 061**	**36 977**	**31 091**	**30 305**	**25 854**	**27 146**	**29 041**	**25 156**	**42 630**	**371 606**	**402 521**	**412 462**
Surplus/(Deficit)	**114 742**	**(23 980)**	**(31 177)**	**(30 410)**	**(32 228)**	**84 047**	**(27 073)**	**(23 249)**	**60 084**	**(27 172)**	**(23 010)**	**(41 071)**	**(498)**	**(30 850)**	**(35 280)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	–	1 131	–	–	1 044	–	–	–	–	–	–	2 175	2 280	2 408
Surplus/(Deficit) after capital transfers & contributions	**114 742**	**(23 980)**	**(30 046)**	**(30 410)**	**(32 228)**	**85 091**	**(27 073)**	**(23 249)**	**60 084**	**(27 172)**	**(23 010)**	**(41 071)**	**1 677**	**(28 570)**	**(32 872)**
Taxation	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	**114 742**	**(23 980)**	**(30 046)**	**(30 410)**	**(32 228)**	**85 091**	**(27 073)**	**(23 249)**	**60 084**	**(27 172)**	**(23 010)**	**(41 071)**	**1 677**	**(28 570)**	**(32 872)**

DC31 Nkangala - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue by Vote															
Vote 1 - Council General	1	–	2	2	2	–	1	–	2	–	–	1	10	11	11
Vote 2 - Municipal Manager	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 3 - Manager Finance	143 350	3 436	3 152	2 634	2 841	116 152	3 186	1 328	87 200	1 831	2 071	1 511	368 691	373 521	379 144
Vote 4 - Manager Social Services	25	30	20	15	25	30	45	22	28	38	75	47	400	420	435
Vote 5 - Local Economic Development Unit	–	1 046	–	–	1 882	–	–	1 255	–	–	–	–	4 182	–	–
Vote 6 - Development and Planning Unit	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 7 - Manager Technical Services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 - Manager Corporate services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue by Vote	**143 376**	**4 511**	**3 173**	**2 651**	**4 750**	**116 182**	**3 232**	**2 604**	**87 229**	**1 869**	**2 146**	**1 559**	**373 283**	**373 951**	**379 590**

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DC31 Nkangala - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Expenditure by Vote to be appropriated	2 637	2 637	2 917	2 637	2 637	2 672	2 637	2 637	2 637	2 678	2 637	2 637	32 001	34 108	36 097
Vote 1 - Council General	3 428	2 842	4 781	5 991	3 075	4 717	3 602	3 174	4 512	3 094	5 568	6 607	51 390	50 761	49 839
Vote 2 - Municipal Manager	2 407	2 666	3 291	2 507	2 653	2 387	2 502	2 779	2 721	2 359	2 307	2 432	31 012	31 773	32 800
Vote 3 - Manager Finance	7 108	6 772	7 635	6 748	9 091	8 120	8 534	6 539	8 464	6 627	6 558	10 004	92 201	98 145	101 935
Vote 4 - Manager Social Services	1 767	1 767	1 767	1 767	1 767	1 767	1 767	1 767	1 767	1 767	1 767	3 767	23 209	24 641	25 009
Vote 5 - Local Economic Development Unit	1 566	1 566	1 566	1 566	1 566	1 566	1 566	1 566	1 566	1 566	1 566	2 166	19 397	15 792	16 281
Vote 6 - Development and Planning Unit	6 202	6 698	7 833	8 681	12 769	6 698	6 202	3 723	1 743	7 723	1 243	11 235	80 749	103 306	104 005
Vote 7 - Manager Technical Services	3 518	3 544	3 428	3 163	3 418	3 163	3 494	3 669	3 734	3 228	3 508	3 780	41 647	43 994	46 496
Vote 8 - Manager Corporate services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - null	28 634	28 492	33 220	33 061	36 977	31 091	30 305	25 854	27 146	29 041	25 156	42 630	371 606	402 521	412 462
Total Expenditure by Vote	114 742	(23 980)	(30 046)	(30 410)	(32 228)	85 091	(27 073)	(23 249)	60 084	(27 172)	(23 010)	(41 071)	1 677	(28 570)	(32 872)
Surplus/(Deficit) before assoc.	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Taxation	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities	114 742	(23 980)	(30 046)	(30 410)	(32 228)	85 091	(27 073)	(23 249)	60 084	(27 172)	(23 010)	(41 071)	1 677	(28 570)	(32 872)
Share of surplus/ (deficit) of associate															

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DC31 Nkangala - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue - Functional															
Governance and administration	143 351	3 436	3 153	2 636	2 843	116 152	3 187	1 328	87 201	1 831	2 071	1 512	368 701	373 531	379 155
Executive and council	1	–	2	2	2	–	1	–	2	–	–	1	10	11	11
Finance and administration	143 350	3 436	3 152	2 634	2 841	116 152	3 186	1 328	87 200	1 831	2 071	1 511	368 691	373 521	379 144
Internal audit	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and public safety	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and social services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Sport and recreation	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Housing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services	25	1 076	20	15	1 907	30	45	1 277	28	38	75	47	4 582	420	435
Planning and development	–	1 046	–	–	1 882	–	–	1 255	–	–	–	–	4 182	–	–
Road transport	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Environmental protection	25	30	20	15	25	30	45	22	28	38	75	47	400	420	435
Trading services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue - Functional	143 376	4 511	3 173	2 651	4 750	116 182	3 232	2 604	87 229	1 869	2 146	1 559	373 283	373 951	379 590
		5 557	3 175	2 653	6 634	116 182	3 233	3 859	87 231	1 869	2 146				

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DC31 Nkangala - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Expenditure - Functional															
Governance and administration	11 356	11 255	13 439	13 662	11 354	11 696	11 409	11 817	12 574	10 727	13 588	14 215	147 094	154 623	159 362
Executive and council	2 945	2 945	3 291	2 945	2 945	2 980	2 945	2 945	2 945	2 986	2 945	2 945	35 762	38 060	40 279
Finance and administration	7 699	7 922	9 728	9 965	7 708	8 073	7 733	8 303	8 926	7 374	7 624	10 698	101 753	106 713	108 755
Internal audit	712	389	420	753	701	643	731	569	703	367	3 019	572	9 579	9 849	10 327
Community and public safety	6 928	6 585	7 455	6 519	8 054	7 886	8 351	6 352	7 925	6 448	6 368	9 820	88 691	94 988	98 600
Community and social services	2 029	1 707	2 043	1 670	3 011	2 339	1 604	1 494	2 937	1 589	1 462	4 937	26 823	30 033	29 320
Sport and recreation	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety	2 634	2 654	2 946	2 630	2 652	3 326	4 426	2 639	2 707	2 639	2 630	2 659	34 541	35 789	38 360
Housing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health	2 266	2 224	2 466	2 219	2 391	2 222	2 321	2 219	2 281	2 219	2 276	2 224	27 327	29 166	30 920
Economic and environmental services	10 338	10 639	12 313	12 868	17 557	11 496	10 533	7 673	6 635	11 855	5 188	16 583	133 678	152 763	153 337
Planning and development	10 158	10 453	12 133	12 639	16 520	11 262	10 350	7 486	6 096	11 676	4 998	16 398	130 168	149 606	150 002
Road transport	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Environmental protection	180	186	180	229	1 037	234	183	186	539	179	190	184	3 510	3 157	3 335
Trading services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other	12	12	12	12	12	12	12	12	12	12	12	2 012	2 143	147	1 163
Total Expenditure - Functional	28 634	28 492	33 220	33 061	36 977	31 091	30 305	25 854	27 146	29 041	25 156	42 630	371 606	402 521	412 462
Surplus/(Deficit) before assoc.	114 742	(23 980)	(30 046)	(30 410)	(32 228)	85 091	(27 073)	(23 249)	60 084	(27 172)	(23 010)	(41 071)	1 677	(28 570)	(32 872)
Share of surplus/ (deficit) of associate												–	–	–	–
Surplus/(Deficit)	114 742	(23 980)	(30 046)	(30 410)	(32 228)	85 091	(27 073)	(23 249)	60 084	(27 172)	(23 010)	(41 071)	1 677	(28 570)	(32 872)

DC31 Nkangala - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Single-year expenditure to be appropriated															
Vote 1 - Council General	150	150	150	150	150	150	150	150	150	150	150	150	1 800	100	–
Vote 2 - Municipal Manager	167	4 867	167	182	167	167	167	167	167	167	187	3 737	10 305	2 800	2 700
Vote 3 - Manager Finance	4	4	4	4	4	4	4	4	4	4	4	4	50	60	65
Vote 4 - Manager Social Services	2 012	–	–	2 346	500	546	250	900	2 496	–	300	–	9 350	940	950
Vote 5 - Local Economic Development Unit	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 6 - Development and Planning Unit	4	4	4	4	4	4	4	4	4	4	4	4	42	–	–
Vote 7 - Manager Technical Services	150	–	195	225	270	165	150	75	–	75	165	30	1 500	1 700	1 900
Vote 8 - Manager Corporate services	529	332	326	477	479	827	328	727	626	429	626	631	6 338	4 850	320
Vote 15 - null	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	3 015	5 356	845	3 387	1 573	1 862	1 052	2 026	3 447	828	1 436	4 555	29 385	10 450	5 935
Total Capital Expenditure	3 015	5 356	845	3 387	1 573	1 862	1 052	2 026	3 447	828	1 436	4 555	29 385	10 450	5 935

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DC31 Nkangala - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Capital Expenditure - Functional															
Governance and administration	850	5 353	647	813	800	1 148	649	1 048	947	750	967	4 522	18 493	7 810	3 085
Executive and council	150	150	150	150	150	150	150	150	150	150	150	150	1 800	100	–
Finance and administration	700	5 203	497	663	650	998	499	898	797	600	797	4 372	16 673	7 710	3 085
Internal audit	–	–	–	–	–	–	–	–	–	–	20	–	20	–	–
Community and public safety	2 012	–	–	2 346	500	516	250	900	2 496	–	300	–	9 320	940	950
Community and social services	–	–	–	–	500	40	–	–	–	–	300	–	840	870	950
Sport and recreation	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety	2 008	–	–	–	–	476	–	900	2 496	–	–	–	5 880	–	–
Housing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health	4	–	–	2 346	–	–	250	–	–	–	–	–	2 600	70	–
Economic and environmental services	154	4	199	229	274	199	154	79	4	79	169	34	1 572	1 700	1 900
Planning and development	154	4	199	229	274	169	154	79	4	79	169	34	1 542	1 700	1 900
Road transport	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Environmental protection	–	–	–	–	–	30	–	–	–	–	–	–	30	–	–
Trading services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3 015	5 356	845	3 387	1 573	1 862	1 052	2 026	3 447	828	1 436	4 555	29 385	10 450	5 935
Funded by:															
Internally generated funds	3 015	5 356	845	3 387	1 573	1 862	1 052	2 026	3 447	828	1 436	4 555	29 385	10 450	5 935
Total Capital Funding	3 015	5 356	845	3 387	1 573	1 862	1 052	2 026	3 447	828	1 436	4 555	29 385	10 450	5 935

DC31 Nkangala - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Cash Receipts By Source													1		
Rental of facilities and equipment	1	–	2	2	2	–	1	–	2	–	–	1	10	11	11
Interest earned - external investments	2 030	2 125	1 980	2 548	2 775	2 050	3 160	1 297	2 395	1 800	2 040	1 250	25 450	22 459	20 468
Interest earned - outstanding debtors	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Dividends received	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	–	30	10	50	35	50	–	15	20	15	15	260	500	550	602
Licences and permits	25	30	20	15	25	30	45	22	28	38	75	47	400	420	435
Agency services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfer receipts - operational	141 285	2 296	–	–	1 882	113 007	–	1 255	84 764	–	–	–	344 488	347 966	355 394
Other revenue	36	31	31	36	31	1	26	16	21	16	16	1	260	266	271
Cash Receipts by Source	143 376	4 511	2 042	2 651	4 750	115 138	3 232	2 604	87 229	1 869	2 146	1 559	371 108	371 671	377 182
Other Cash Flows by Source															
Transfer receipts - capital	–	–	1 131	–	–	1 044	–	–	–	–	–	–	2 175	2 280	2 408
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–	–	–	(3 984)	(3 984)	(4 373)	(4 799)
Total Cash Receipts by Source	143 376	4 511	3 173	2 651	4 750	116 182	3 232	2 604	87 229	1 869	2 146	(2 425)	369 299	369 579	374 791

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DC31 Nkangala - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Cash Payments by Type															
Employee related costs	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	11 407	136 885	144 414	152 356
Remuneration of councillors	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	1 066	12 795	13 498	14 241
Finance charges	39	39	450	39	39	39	39	39	450	39	39	39	1 296	968	516
Bulk purchases - Electricity	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Bulk purchases - Water & Sewer	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other materials	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contracted services	3 381	3 448	4 567	3 161	4 336	3 742	3 375	3 294	4 288	2 704	3 467	5 109	44 873	47 993	47 014
Transfers and grants - other municipalities	7 716	7 991	9 689	10 093	14 627	9 361	9 768	5 099	4 775	9 338	4 547	19 091	112 095	128 660	126 863
Transfers and grants - other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure	4 047	3 604	5 055	6 385	4 503	4 466	3 740	4 038	4 174	3 577	3 720	4 906	52 214	52 496	55 559
Cash Payments by Type	**27 657**	**27 556**	**32 234**	**32 152**	**35 978**	**30 082**	**29 396**	**24 945**	**26 161**	**28 132**	**24 246**	**41 619**	**360 157**	**388 029**	**396 550**
Other Cash Flows/Payments by Type															
Capital assets	3 015	5 356	845	3 387	1 573	1 862	1 052	2 026	3 447	828	1 436	4 555	29 385	10 450	5 935
Repayment of borrowing	18	18	1 561	18	18	18	18	18	1 561	18	18	18	3 303	3 336	1 793
Other Cash Flows/Payments												–			
Total Cash Payments by Type	**30 691**	**32 931**	**34 640**	**35 557**	**37 569**	**31 962**	**30 466**	**26 989**	**31 168**	**28 978**	**25 700**	**46 193**	**392 845**	**401 814**	**404 278**
NET INCREASE/(DECREASE) IN CASH HELD	**112 686**	**(28 419)**	**(31 467)**	**(32 906)**	**(32 820)**	**84 220**	**(27 234)**	**(24 385)**	**56 061**	**(27 110)**	**(23 554)**	**(48 618)**	**(23 546)**	**(32 236)**	**(29 486)**
Cash/cash equivalents at the month/year begin:	408 811	521 497	493 078	461 611	428 705	395 885	480 105	452 871	428 486	484 547	457 438	433 884	408 811	385 266	353 030
Cash/cash equivalents at the month/year end:	521 497	493 078	461 611	428 705	395 885	480 105	452 871	428 486	484 547	457 438	433 884	385 266	385 266	353 030	323 543

7. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators form part of this section of the SDBIP. The high level indicators and targets per Department follows:

7.1. KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Competent, Innovative and Accountable Team	Organisational restructuring and transformation	M_186	Number of formal performance reviews conducted with Section 56 employees (bi-annual)	1,8	Opex	2	N/A	1	N/A	1	2	Attendance register and reports
	Powers, Duties and Functions	M_185	Number of new/reviewed policies approved by Council by 30 June 2018 (10-OMM; 1 –TS; 18- FS; 10 CS)	1,4	Opex	39	N/A	N/A	N/A	39	39	Approved Policies and council resolutions

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KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Competent, Innovative and Accountable Team	Good governance and communication	M_05	% of KPIs and projects attaining organisational targets by 30 Jun 2018 (Total Organisation)	1,8	Opex	83,8%	70%	75%	80%	100%	100%	Quarterly Institutional Performance Report
		M_06	Number of reports submitted to Council per quarter in terms of compliance to the CoGTA Back to Basics reporting system per quarter	1.8	Opex	3	1	1	1	1	4	Quarterly CoGTA Back to Basics reports and council resolution
		M_242	Number of quarterly Institutional Performance Reports submitted to Council per quarter	1.8	Opex	4	1	1	1	1	4	Quarterly institutional Performance Reports and council resolution

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KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Competent, Innovative and Accountable Team	Organisational Restructuring and Transformation	M_168	% approved vacant positions (previously filled) filled within (3) months of post vacancy	1,2	Opex	100%	100%	100%	100%	100%	100%	Quarterly Vacancy Rate Report
		M_176	% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (GKPI) by 30 June 2018	1,3	Opex	100%	N/A	N/A	N/A	45%	45%	EE Annual Report
		M_177	% of allocated budget spent implementing the Workplace Skills Plan (GKPI) by 30 June 2018	1,5	Opex	62%	N/A	50%	N/A	80%	80%	Training report

KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Competent, Innovative and Accountable Team	Organisational Restructuring and Transformation	M_243	Approved EE plan submitted to the Dept. Of Labour by 30 June 2018	1,3	Opex	New	N/A	N/A	N/A	1	1	Approved EE Plan and Copy of acknowledgement letter from DoL
		M_26	Number of bi-annual staff turnover reports submitted to Council (Bi-annual)	1.1 & 1.2	Opex	2	N/A	1	N/A	1	2	Staff turnover/Vacancy rate Report

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Competent, Innovative and Accountable Team	Organisational Restructuring and Transformation	M_172	Annual Youth Summit convened by 30th June 2018	1,6	Opex	1	N/A	N/A	N/A	1	1	Annual report and attendance registers

KPA 1: Institutional Development and Transformation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Competent, Innovative and Accountable Team	Organisational Restructuring and Transformation	M_27	Number of beneficiaries trained as per the approved target from the Workplace Skill Plan (WSP) by 30 June 2018	1,5	Opex	New	N/A	20	N/A	20	40	Approved WSP and quarterly training report
		M_30	# of Health and Safety inspections conducted (bi-annual)	1,4	Opex	2	N/A	1	N/A	1	2	OH&S reports
		M_31	Number of quarterly report on Employee Assistance Programme (EAP) submitted to council by 30 Jun 2018	1,4	Opex	4	1	1	1	1	4	EAP Report
		New	% of job descriptions evaluated and submitted a report to Municipal Manager by 30 December 2017	1,4	Opex	New	50% job descriptions evaluated	100% job descriptions evaluated and submit Final Report to MM	N/A	N/A	100%	Final Evaluation Report

7.2. KPA2 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sound Electronic Governance	Good Governance	M_154	% of MPAC resolutions raised and resolved per quarter	2,1	Opex	100%	70%	75%	85%	100%	100%	Report & Council resolution
		M_157	Maintain Auditor General Opinion - Clean Audit in respect of the 2016/17 Annual Report by 30 November 2017	2,4	Opex	Clean Audit	N/A	1	N/A	N/A	1	AG Audit Report
		M_127	Action Plan on issues raised by the Auditor General compiled and tabled to Council by December 2017	2,5	Opex	1	N/A	1	N/A	N/A	1	AG Action Plan and Council resolution
		M_158	% of AG Management Letter findings resolved by quarter (Total organization)	2,5	Opex	100%	N/A	N/A	50%	100%	100%	AG Action Plan Quarterly report
		M_159	Final IDP and Budget tabled and approved by Council by the 31st May 2018	2,6	Opex	1	N/A	N/A	N/A	1	1	IDP/Budget document & Council resolution

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_07	Submission of Final audited consolidated Annual Report to Council on or before 31st December 2017	2.4	Opex	1	N/A	1	N/A	N/A	1	Final audited consolidated Annual Report and council resolution
		M_08	Submission of Oversight Report to Council by the 28 February 2018	2.5	Opex	1	N/A	N/A	1	N/A	1	Oversight Report and council resolution
		M_09	Final SDBIP approved by Executive Mayor within 28 days after approval of Budget	2.6	Opex	1	N/A	N/A	N/A	1	1	Approved SDBIP
		M_10	Adjusted SDBIP approved by Executive Mayor by 28 March 2018	2.4	Opex	1	N/A	N/A	1	N/A	1	Approved Adjusted SDBIP and Council Resolution
		New	Number of IDP and Budget Indaba meetings held by 30 May 2018	2.6	Opex	1	N/A	N/A	N/A	1	1	attendance register, IDP and Budget Indaba Report

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_12	% of action plans implemented to address Strategic Risks Identified per quarter (organisation)	2,3	Opex	100%	65%	70%	75%	100%	100%	Quarterly Strategic Risk report
		M_247	% of action plans implemented to address Operational Risks Identified per quarter (Total Organisation)	2,3	Opex	New	65%	70%	75%	100%	100%	Quarterly Operational Risk report
		M_248	% of action plans implemented to address Fraud and corruption Risks Identified per quarter (Total Organisation)	2,3	Opex	New	65%	70%	75%	100%	100%	Quarterly Fraud and corruption Risk report
		M_13	Number of quarterly Risk Management reports submitted to the Risk Management, Anti-Corruption and Anti-Fraud Committee per quarter	2,3	Opex	4	4	4	4	4	16	Quarterly Risk Management reports, minutes and Agenda

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_15	Number of Internal Audit reports submitted to the Audit Committee per quarter	2,2	Opex	4	4	2	6	6	18	Quarterly IA report and Agenda
		New	Developed and approved 2018/19 Strategic Risk Register by 30 June 2018	2,3	Opex	New	N/A	N/A	N/A	1	1	Approved Strategic Risk Register
		New	Number of Audit Committee Meetings held per quarter (including Performance Meetings)	3,2	Opex	5	2	2	2	2	8	Agenda of the meetings
		M_16	Number of quarterly Audit Committee reports submitted to Council per quarter	2,2	Opex	4	1	1	1	1	4	Quarterly Audit Committee reports and council Resolution
		M_36	Number of Council meeting held by June 2018	2,1	Opex	10	2	2	3	3	10	Minutes of Council meetings
		M_18	Number of quarterly Risk Management and IA Forum meetings held (per quarter)	2,2	Opex	4	1	1	1	1	4	Attendance register, Agenda and minutes

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_01	% of AG queries in Items of ICT resolved by 30th June 2018	2,4	Opex	100%	N/A	N/A	50%	100%	100%	ICT Action plan report
		M_03	% implementation of the approved ICT strategy / policy with in terms of governance per quarter	1.4	Opex	100%	20%	50%	80%	100%	100%	ICT implementation report
		M_04	Number of quarterly ICT steering committee meetings held per quarter	1.4	Opex	4	1	1	1	1	4	Attendance register and Agenda.
		M_249	% of Service Level Agreements and other Agreements (SLA's) processed within 30 days from the date of receipt of the request from the user department		Opex	New	100%	100%	100%	100%	100%	Contracts requests register

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	New	% of employment contracts processed within the time frame of 15 days from date of employment	new	Opex	New	100%	100%	100%	100%	100%	Employment contracts register
		New	Number of quarterly District Municipal Manager's Forum meetings held per quarter	4,6	Opex	4	1	1	1	1	4	Quarterly Forum minutes and attendance register
		New	Number of quarterly District Mayoral Forum meetings held per quarter	4,6	Opex	4	1	1	1	1	4	Quarterly Forum minutes and attendance register
		New	Number of quarterly District Legal Advisory Forum meetings held per quarter	New	Opex	New	1	1	1	1	4	Minutes and Attendance Registers
			Number of monthly LLF meetings held	2,1	Opex	15	3	3	3	3	12	Minutes of LLF meetings

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Good governance and communication	M_90	2018/19 IDP review Framework Plan approved by 30th June 2018	2,6	Opex	1	N/A	N/A	N/A	1	1	Reviewed Framework Plan and Council resolution
		M_91	Draft 2018/19 IDP tabled before Council for adoption by March 2018	2,6	Opex	1	N/A	N/A	1	N/A	1	Draft IDP and Council resolution
		M_246	Strategic Lekgotla report tabled to Council by 30 December 2017	2,6	Opex	New	N/A	1	N/A	N/A	1	Strategic Lekgotla report and Council resolution
		M_92	Number of quarterly District IDP/PMS forums held per quarter	2,6	Opex	4	1	1	1	1	4	Minutes District IDP/PMS Forums and attendance register

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Communication, Liaison and alignment	M_42	# of District newsletters published by 30 Jun 2018	2,7	Opex	New	N/A	1	1	1	3	District newsletter
		M_253	# of Speaker's forum meeting held by June 2018	2,6	Opex	New	1	1	1	1	4	Minutes of Speaker's forum meeting
		M_41	Number of quarterly District Communication Forum meetings convened per quarter	2,6	Opex	4	1	1	1	1	4	Minutes of DCF meetings

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KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Communication, Liaison and alignment	M_42	# of District newsletters published by 30 Jun 2018	2,7	Opex	New	N/A	1	1	1	3	District newsletter
		M_253	# of Speaker's forum meeting held by June 2018	2,6	Opex	New	1	1	1	1	4	Minutes of Speaker's forum meeting
		M_41	Number of quarterly District Communication Forum meetings convened per quarter	2,6	Opex	4	1	1	1	1	4	Minutes of DCF meetings

KPA 2: Good Governance and Public Participation

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Electronic Governance	Communication, Liaison and alignment	M_256	Number of training workshops for personnel on Records Management Principles and procedures conducted by 31 March 2018	2,6	Opex	New	N/A	N/A	1	N/A	1	Attendance register and Report on Training Conducted
		New	Number of quarterly reports on the Implementation of the Procurement Plan submitted per quarter		Opex	4	1	1	1	1	4	Quarterly Reports Monitoring & Implementation of Plan
		New	Number of reports with respect attendance of Council and Committee Meetings submitted per quarter		Opex	4	1	1	1	1	4	Reports submitted to Council

7.3. LOCAL EONOMIC DEVELOPMENT

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Inclusive Economic Growth with Sustainable Development	Economic development and job creation	M_113	Number of quarterly reports submitted to Council with respect to the implementation of Social Labour Plan (SLP) programmes of Mining Companies (bi-annual)	3,1	Opex	4	N/A	1	N/A	1	2	Quarterly report and Council resolution
		M_115	Number of reports submitted to Council with respect to the Corporate Social Investment (CSI) programmes of both Business and Mining organisations (bi-annual)	3,1	Opex	2	N/A	1	N/A	1	2	Quarterly report and Council resolution

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Inclusive Economic Growth with Sustainable Development	Transport	M_96	Number of quarterly status reports submitted to Council with respect to the Moloto Rail Corridor project (per quarter)	3,3	Opex	1	1	1	1	1	4	Quarterly reports and Council resolution
		New	Number of Quarterly Transport Forums held per quarter	3,3	Opex	new	1	1	1	1	4	Minutes of Transport Forums and attendance register

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Inclusive Economic Growth with Sustainable Development	Economic Development and Job Creation	M_188	Number of EPWP Full Time Equivalent (FTE's) job opportunities provided through the implementation of LED and Capital projects (GKPI) per quarter	3,4	Opex	665 WO & 355 FTEs	N/A	200 WO & 100 FTE	250 WO & 100 FTE	250 WO & 150 FTE	700 WO & 350 FTE	Monthly report to DoL and Council resolution

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Inclusive Economic Growth with Sustainable Development	Economic development and job creation	M_116	Number of reports submitted to Council with respect to the financial / non-financial support provided to SMME's, Coop's and emerging contractors (bi-annual)	3,4	Opex	2	N/A	1	N/A	1	2	Quarterly report and Council resolution
		M_121	Number of reports submitted to Council with respect to the Agri-Processing initiative by the 30th June 2018	3,4	Opex	2	N/A	2	N/A	4	6	Report and Council resolution
		M_259	Hosting of the District Tourism Month Celebration Event by the 31 December 2017	3,2	Opex	1	N/A	1	N/A	N/A	1	Report and Council resolution as reference

KPA 3: Local Economic Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Inclusive Economic Growth with Sustainable Development	Promotion of economic development	M_149	Hosting a Disabilities assembly by 30 November 2017	3,4	100	New	N/A	1	N/A	N/A	1	Attendance register, council resolution and Disabilities assembly report
		New	Hosting a Rural Development Land Audit and Agriculture summit by 30 June 2018	3,4	100	New	N/A	N/A	N/A	1	1	Attendance register, council resolution and report
		new	Hosting a Mining and big industry summit by 30 march 2018	3,4	100	New	N/A	N/A	1	N/A	1	Attendance register, council resolution and Disabilities assembly report

7.4. KPA 4 : MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPA 4: Municipal Financial Viability and Management

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Financial Management	Financial Viability	M_22	% attendance at scheduled Bid Committee meetings per quarter	4.1	Opex	100%	100%	100%	100%	100%	100%	Quarterly Bid Committee Report
		New	% spend of the departmental project Budget by 30 June 2018 (total organisation)	4.7	Opex	New	22%	53%	70%	100%	100%	Departmental progress report

KPA 4: Financial Viability and Finance Management

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sound Financial Management	Financial Viability	M_181	Submission for approval of MTREF Budget by the 31st May 2018	4,3	Opex	1	N/A	N/A	N/A	1	1	Approved MTREF Budget and council resolution
		M_182	Annual Financial Statements (AFS) submitted on or before the 31st August 2017 to Auditor General	4,4	Opex	1	1	N/A	N/A	N/A	1	Annual Financial Statements (AFS) and acknowledgement of Auditor General's office

KPA 4: Municipal Financial Viability and Management

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sound Financial Management	Financial Viability	M_183	Number of quarterly section 52(d) MFMA reports submitted to Executive Mayor within legislative timeframes per quarter	4,5	Opex	4	1	1	1	1	4	Quarterly section 52(d) MFMA report and acknowledgement of Executive Mayors office
		M_131	Annual submission of the asset verification report to the MM by 30 June 2018	2,4	Opex	1	N/A	1	N/A	N/A	1	Annual asset verification report
		M_137	Number of section 71 MFMA reports submitted to Executive Mayor within legislative timeframes per month	4,6	Opex	12	3	3	3	3	12	Section 71 MFMA reports and acknowledgement of Executive Mayors office
		M_184	Section 72 (midyear) MFMA report submitted to Executive Mayor within legislative timeframes by 25 January 2018	4,6	Opex	1	N/A	N/A	1	N/A	1	Section 72 (midyear) MFMA report and acknowledgement of Executive Mayors office

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KPA 4: Financial Viability and Finance Management

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Financial Management	Financial Viability	M_132	Number of quarterly MFMA checklists submitted as legislated per quarter	4,5	Opex	4	1	1	1	1	4	MFMA checklists
		M_133	% of approved (compliant) invoices paid within 30 days	4,2	Opex	100%	100%	100%	100%	100%	100%	Section 71 report (CAO)
		M_134	Current Ratio expressed as current assets / current liabilities by 30 June 2018 (GKPI)	4,2	Opex	12.30	N/A	N/A	N/A	10,5	10,5	As Per AFS
		M_166	% of Capital Budget actually spent on Capital projects for financial year in terms of IDP by 30 June 2018 (own funding) per quarter	4.7	Opex	70%	25%	50%	75%	100%	100%	Departmental progress report
		M_135	% spend on Financial Management Grant (FMG) by 30 June 2018	4,3	FMG	100%	N/A	N/A	N/A	100%	100%	Quarterly report

KPA 4: Financial Viability and Finance Management

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sound Financial Management	Financial Viability	M_138	Average # of days elapsed from closure of tender process to the completion of agenda items to the bid evaluation committee in terms of the competitive bidding process for tenders over R200,000 (35 days)	4,1	Opex	36	35	35	35	35	35	Quarterly SCM reports
		M_139	Number of quarterly SCM reports submitted to the Executive Mayor per quarter	4,1	Opex	4	1	1	1	1	4	Quarterly SCM report and acknowledgement of Executive Mayors office
		M_140	Number of quarterly District Finance Forum meetings held per quarter	4,6	Opex	4	1	1	1	1	4	Quarterly Forum minutes and attendance register

7.5. BASIC SERVICE DELIVERY

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Healthy Social Environment	Emergency Service	M_61	Number of Disaster Risk reduction awareness campaigns conducted with local municipalities per quarter	5,7	Opex	6	1	2	1	2	6	Quarterly Disaster Risk reduction reports and attendance register
		New	Number of quarterly fire Public Awareness Campaign conducted per quarter	5,7	Opex	20	5	5	5	5	20	Attendance Register, Quarterly Reports & Council resolution.
	Health	M_171	Number of HIV/AID's educational awareness campaigns implemented to capacitate and build communities per quarter	5,9	Opex	8	3	3	3	3	12	Quarterly reports and attendance register

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KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Health & Environmental Management	M_52	Number of quarterly consolidated municipal Health Services reports submitted to Council (per quarter)	5,8	Opex	3	1 (16/17 4th quarter report)	1 (17/18 1st quarter report)	1 (17/18 2nd quarter report)	1 (17/18 3rd quarter report)	4	Quarterly consolidated municipal Health Services reports and council resolution
		M_53	Number of water samples taken per quarter from the (5) participating municipalities, analysed as per the SANS 241 standard (per quarter)	5,8	Opex	5 671	1 500	1 500	1 500	1 500	6 000	Quarterly water samples reports
		M_54	Number of food handling and preparation facility inspections conducted in terms of the Foodstuffs, Cosmetics, Disinfectant Act (FCDA) per quarter	5,8	Opex	2 873	900	900	900	900	3 600	Quarterly reports

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KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Health & Environmental Management	M_55	Number of municipal Health Services and Environmental Management awareness campaigns implemented by 30 June 2018	5,8	Opex	12	3	4	4	3	14	Attendance register and reports
		New	Number of mortuaries / funeral undertakers / exhumations inspections conducted Per quarter	5,8	Opex	New	65	65	65	65	260	Quarterly reports
	Health	M_56	Number of quarterly DAC meetings held per quarter	5,10	Opex	4	1	1	1	1	4	Attendance register and Agenda
		M_57	Hosting of a District AID's day by 30 December 2017	5,9	Opex	1	N/A	1	N/A	N/A	1	Attendance register and reports

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KPA 5: Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Sustainable Infrastructure and Service Provisioning	Project Management	M_250	Number of quarterly reports on the % of households with access to basic levels (Water, Sanitation, Electricity and roads) submitted to Council per quarter	5,2	Opex	1	1	1	1	1	4	Quarterly progress report and council Resolution

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Health	M_58	Hold an Education and Awareness session for employees and councillor on HIV/AIDS in the workplace by 30 June 2018	5,9	Opex	1	N/A	1	N/A	1	2	Attendance register and reports
	Environmental management	M_59	Number of Quarterly Reports submitted to Council with respect to Environmental Impact Assessments (EIA) conducted in the District per quarter	5,6	Opex	4	1 (16/17 4th quarter report)	1 (17/18 1st quarter report)	1 (17/18 2nd quarter report)	1 (17/18 3rd quarter report)	4	Quarterly reports and council resolutions
		M_60	Number of compliance audits conducted with respect to Sec 21 listed activities as per the NEAQ Act by 30 June 2018	5,6	Opex	16	4	4	4	4	16	Quarterly reports
	Emergency Services	M_62	Number of District Emergency Open Days hosted with local municipalities by 30 June 2018	5,7	Opex	2	N/A	1	N/A	1	2	Attendance register and reports

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Emergency Services	New	Number of quarterly District Disaster Management reports submitted to Council per quarter	5,7	Opex	4	1 (16/17 4th quarter report)	1 (17/18 1st quarter report)	1 (17/18 2nd quarter report)	1 (17/18 3rd quarter report)	4	Quarterly reports and council resolutions
		M_63	# of quarterly Fire & Rescue services reports submitted to Council per quarter	5,7	Opex	4	1	1	1	1	4	Quarterly reports and council resolutions
	Welfare	M_64	Number of centres Painted to improve vulnerable groups by 30 July 2017	5.1	Opex	2	3	N/A	N/A	N/A	3	Attendance registers and reports
		New	Conducting Gender Summit by 30 August 2017		Opex	New	1	N/A	N/A	N/A	1	Attendance registers and reports
		M_65	Hosting of Women assembly by 30 August 2017	2,7	Opex	1	1	N/A	N/A	N/A	1	Attendance register and reports
		M_66	Hosting a children parliament programme by 30 June 2018	1,6	Opex	1	N/A	N/A	N/A	1	1	Attendance register and reports

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Health	M_67	Number of awareness campaigns on teenage pregnancy undertaken in the District by 30 June 2018	5.1	Opex	4	1	1	1	1	4	Attendance register and reports
		M_68	Number of campaigns on drug / substance abuse held in partnership with SANCA by March 2018	5.1	Opex	2	1	N/A	1	N/A	2	Attendance register and reports
	Culture, Sport and Recreation	M_69	Hosting a senior citizen dialogue for the elderly by 30 January 2018	5,1	Opex	1	N/A	N/A	1	N/A	1	Attendance register and reports
		M_70	Hosting of Mayoral Games by 31 March 2018	1,7	OpenX	1	N/A	1	N/A	N/A	1	Attendance register and reports

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KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Healthy Social Environment	Education	M_72	Number of Education Career Expos held per local municipality by 30 June 2018	1,6	Opex	4	N/A	N/A	N/A	4	4	Attendance register and reports
		M_73	Number of existing qualifying learners provided with financial support (Funded by NDM) by 30 June 2018	1,6	Opex	87	N/A	N/A	37	N/A	37	Progress report
		M_74	Mayoral Academic Awards held by 30 March 2018	1,6	Opex	1	N/A	N/A	1	N/A	1	Attendance register and reports

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sustainable Infrastructure and Service Provisioning	Water and Sanitation	M_162	Number of Sanitation projects (as submitted by the LM,s) completed by 30 Jun 2018 (as per approved 2017/18 CWP)	5,1	Opex	3	N/A	N/A	N/A	5	5	Quarterly CWP report and Council resolution
		M_163	Number of Water projects (as submitted by the LM's) completed by 30 Jun 2018 (as per approved 2017/18 (CWP)	5,2	Opex	3	N/A	N/A	N/A	6	6	Quarterly CWP report and Council resolution

KPA 5 - Basic Service Delivery and Infrastructure

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Sustainable Infrastructure and Service Provisioning	Facilities	M_245	Number of facilities completed by 30 Jun 2018 (as per approved 2017/18 CWP) (NDM Garage and Shakhelwe Community Hall)		Opex	New	N/A	N/A	N/A	2	2	Quarterly CWP report and Council resolution
	Roads and Storm water	M_165	Number of Roads and Storm water projects (as submitted by the LM's) completed by 30 Jun 2018 (as per approved 2017/18 CWP)	5,4	Opex	8	N/A	N/A	N/A	2	2	Quarterly CWP report and Council resolution

7.6. KPA 6: SPATIAL DEVELOPMENT

KPA 6: Spatial Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Integrated Regionalised Planning	Human Settlements	M_145	Number of informal settlements formalised by 30th June 2018	6,1	Opex	5	N/A	N/A	N/A	5	5	Final application report and council resolution
		M_146	Number of project implemented towards establishment of Integrated Human Settlements by 30th June 2018	6,2	Opex	2	N/A	N/A	N/A	5	5	Final report and council resolution
		M_147	# of progress reports submitted to Council with respect the # of new RDP Housing units provided by the PDoHS by June 2018	6,3	Opex	1	N/A	N/A	N/A	1	1	Progress report and council resolution

KPA 6: Spatial Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual	
Integrated Regionalised Planning	Human Settlements	M_150	Number of projects implemented from the GIS Strategy by 30th June 2018	6,6	Opex	0	N/A	N/A	N/A	1	1	Progress report and council resolution
		M_151	Number of projects implemented to assist local municipalities to comply with the SPLUMA requirements by 30th June 2018	6,7	Opex	2	N/A	N/A	N/A	2	2	Progress report and council resolution

KPA 6: Spatial Development

Strategic Goal	Priority Issue	KPI IDs	KPI	IDP Link	Budget R 000's	Baseline 2015/16	2017/18					POE
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Integrated Regionalised Planning	Spatial restructuring and service provision	M_102	% of submitted applications with respect to town planning applications approved within (60) days	6,5	Opex	100%	100%	100%	100%	100%	100%	Minutes of Land use tribunal
	Transport	M_107	Number of District By-laws developed and submitted for approval by 31 March 2018	6,8	Opex	1	N/A	N/A	N/A	1	1	Developed Public Transport By-laws and Council Resolution

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9. NDM CAPITAL AND OPERATIONAL PROJECTS

A detailed three year Capital (NDM only) and Operational expenditure Project Plan follows to measure and monitor the delivery of infrastructure project: managed on behalf of Local municipalities, and other internal operational projects. The budget has been aligned to the Strategic and Developmental Objectives and Outcomes crafted in the process of the IDP review cycle to enable the strategic intent and mandate of the 2017/18 IDP to be attained.

9.1 NDM CAPITAL PROJECTS PER DEPARTMENT

The following tables reflect the Capital Projects by department, specific to the Nkangala District Municipality and amounting to R 5,150,000 for the 2017/18 financial year

Information Technology

Project	Item	System ID	Outcome	2017/18				Budget R 000's		
				Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Procurement of computer equipment	100403	P_03	Increased operational efficiency of the institution	Appointment of service provider and Deliver computers (50%)	Installation and commissioning of computer equipment (75%)	Installation and commissioning of computer equipment (100%)	N/A	1 200	600	800
Acquisition of three (3)ICT systems (project management system, assets management system and ERP system)				Advertise and appoint service provider (15%)	System deployment (50%)	N/A	System integration (100%)	900	400	0

Property Services (Technical Services)

Project	Code	System ID	Outcome	2017/18				Budget R 000's		
				Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
NDM Garages	NDM	P_09	Increased operational efficiency of the District Municipality	Stage 1: Planning: Procurement Stage: 15% Advert for Contractors	Stage 1: Planning: Procurement Stage:50% BAC Resolution	Stage 2: Implementation: Construction Stage: Award contract to contractor and Hand over certificate	Stage 2: Implementation: Construction Stage: 20% Construction	2 000	4 500	0

Legal Services

Project	Item	System ID	Outcome	2017/18				Budget R 000's		
				Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
3 By-laws gazetted	104002	P_02	Increased operational efficiency of the office Legal Services	N/A	Gazetting (100%)	N/A	N/A	450	450	455
Procure Contract Management System			Improved and efficient Contract Management	Develop specifications for the procurement of the Contract Management System appoint a Service Provider (50%)	Installation and training of Users on the system (100%)	N/A	N/A	600	0	0

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9.2 OPERATIONAL PROJECTS PER PRIORITY ISSUE

The following Operational Projects are either project managed by the District on behalf of the Local municipalities or reflect certain internal managed projects and are categorised by each Priority Issue as detailed in the 2017/18 approved District IDP.

Projects for priority Issue 3: Financial Viability

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Sound Financial Management	SCM/Debtors verification system : by 30 June 2018	Emalahleni LM,STLM, VKLM, EMAKLM, THLM, DRJSMLM AND NDM		P_016	Increased efficiency of Finance operations	Appointment Payment and 1 report on debtor and SCM verification System (15%)	Payment and 1 report on debtor and SCM verification System (30%)	Payment and 1 report on debtor and SCM verification System (60%)	Payment and 1 report on debtor and SCM verification System (100%)	2 880	2 529,6	3 206,2
	507142- AFS assistance and review by 31 August 2017	NDM		P_019	Increased efficiency of Finance operations	AFS assistance and review (100%)	N/A	N/A	N/A	1 200	750	500
Sound Financial Management	Credit Rating	NDM			Increased efficiency of Finance operations	Appointment of service provider (25%)	N/A	N/A	Final Credit rating report (100%)	156,2	156,2	156,2

Projects for priority Issue 5: Spatial Restructuring and Service Provision (DPU)

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Integrated Regionalised Planning	3 Land Surveying: Emakhazeni, Dr JS Moroka Thembisile,	Emakhazeni, Dr JS Moroka Thembisile			To verify the land feasibility for sustainable human settlement	Development of TOR (15%)	Appointment of Service Provider (30%)	Inception Report (70%)	Final Draft Report submitted to council (100%)	900	900	0
	2 Feasibility Study Integrated Human settlement	Thembisile Hani & DRJSMLM				Development of TOR (15%)	Appointment of Service Provider (30%)	Inception Report (70%)	Final Draft Report of the Comprehensive land Audit and submitted to council (100%)	1 800	0	0
	2 Opening of Township Register	Emakhazeni & Thembisile Hani				Development of TOR (15%)	Appointment of Service Provider (30%)	Inception Report (70%)	Final Draft Report submitted to council (100%)	1 000	650	700
	State Land Release (Thembisile Hani)	Thembisile Hani				Appointment of Service Provider (15%)	Scoping Report on the Establishment of Industrial Hubs (50%)	Final draft Establishment of Industrial Hubs (75%)	Council approval Establishment of Industrial Hubs (100%)	500	0	0
	Review of Land Use Schemes	Dr JS Moroka, Emakhazeni,Thembisile, Victor Khanye				Appointment of Service Provider (15%)	Scoping Report on the Establishment of Industrial Hubs (50%)	Final draft Establishment of Industrial Hubs (75%)	Council approval Establishment of Industrial Hubs (100%)	3 200	0	2 000

Projects for priority Issue 5: Spatial Restructuring and Service Provision (DPU)

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Integrated Regionalised Planning	Long Term Vision and Development Strategy	District Wide			To verify the land feasibility for sustainable human settlement	Appointment Letter and TOR	N/A	Draft Long Term Vision and Development Strategy	Final Draft Long Term Vision and Development Strategy	500	0	0
	Procurement of GIS Cadstral Data				To enable the SPLUMA requirement into operation	Progress Report Procurement of GIS Cadstral Data	Progress Report Procurement of GIS Cadstral Data	Progress Report Procurement of GIS Cadstral Data	Progress Report Procurement of GIS Cadstral Data	2 500	1 465	1465

Projects for priority Issue 5: Spatial Restructuring and Service Provision (Technical Services)

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Integrated Regionalised Planning	Sakhelwe Community Hall (50% construction) by 30 June 2017	Emakhazeni	SDAR 6	P_030	To provide community recreational facilities	Stage 1. Planning: Procurement Stage 5% Bid Adjudication Committee resolution	Stage 1:Planning = 25%.Procurement Stage: Bid Adjudication Committee Report	Stage 2: Implementation: Construction Stage: 30% Award contract to contractor and Hand over certificate	Stage 2: Implementation: Construction Stage: 50% Construction	5 000	5 000	6 000

Projects for priority Issue 11: Emergency Services and Disaster Management (Social Services)

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Sustainable Infrastructure and Service Provisioning	Procurement of one Rescue Tool –Thembisile Hani	District wide			Improve service delivery	Advertising and SCM process (15%)	Service provider appointed in this quarter (25%)	N/A	Delivery of 1 Rescue Tool (100%)	2 500	0,0	0,0
	Procurement of Disaster Relief Materials [20xTents and 80xtarpaulins] by 30 June 2017	District wide	P_032		To provide relief post disasters	Scope of work developed and project advertised [25%]	Department busy with scope of work (50%)	Service provider to be appointed (75%)	Supply and Delivery of the Disaster relief [20xTents and 80xtarpaulins] procured and delivered [100%]	600	800	100

Projects for priority Issue 12: Water

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Sustainable Infrastructure and Service Provisioning	Replacement of Asbestos pipes at Siyabuswa-Ward 3(multi-year)	Dr JS Moroka				100% Construction Stage	N/A	N/A	N/A	4 947	5 719	6 100
	Rehab Borehole to Supply Elevated Steel tank Moloto	Thembisile Hani				Stage 2: Implementation :30% Field Investigation, Drilling and Testing	Stage 2: Implementation: 50% Data Interpretation and Analysis Report	N/A	N/A	2 500	2 034	1 528
	Bulk Water Supply from Phola to Wilge	Emalahleni				Stage 2: Implementation: 5% Construction Stage: Award contract and site hand over	Stage 2:Implimentation = 25% construction progress	Stage 2:Implimentation 35% Construction progress	Stage 2: Implementation = 50% construction progress	8 237	7 802	0
	Regional Water Tankers	Regional				Stage 1:Planning= 5%.BEC and BAC Resolutions	Stage 2: Awarding Phase = 15% : Awarding of contract to service provider	Stage 2: Manufacturing: Phase = 100% : Manufacturing and Delivery of Water Tankers	N/A	1 500	1 700	1 900

Projects for priority Issue 12: Water

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Sustainable Infrastructure and Service Provisioning	Installation of water reticulation network Gugulethu (Multi-year)	Emakhazeni				Stage 1. Planning: Procuring Stage= 5%.Advert and Evaluation Report from the Consultant	Stage 1:Planning = 25%.Procurement Stage: BEC & BAC Resolutions	Stage 2: Implementation: Construction Stage: Award contract to contractor and Hand over certificate	Stage 2: Implementation : Construction Stage: 50% Construction	4 000	3 310	0
	Installation of sanitation reticulation Gugulethu (Multi-year)	Emakhazeni				Stage 1. Planning: Procuring Stage= 5%.Advert and Bid Evaluation Committee Resolution	Stage 1:Planning = 25%.Procurement Stage: Bid Adjudication Committee resolution	Stage 2: Implementation: Construction Stage: 5% Award of contract and site handover.	Stage 2: Implementation : Construction Stage: 30% Construction	4 000	3 310	2 000
	Installation of Prepaid Meter in Dullstroom	Emakhazeni				Stage 2: Implementation: Construction Stage: 10% Site Hand Over 10% Construction	Stage 2:Construction Phase = 25% :construction progress	Stage 2:Implimentation 50% Construction progress	Stage 2 :implementation =100% Construction progress	4 250	0	0

Projects for priority Issue 12: Sanitation

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Sustainable Infrastructure and Service Provisioning	Construction of waterborne system RDP (multiyear)	Thembisile Hani	SDID 14		Increased access to healthy sanitation	Stage 2: Implementation: 50% :Construction progress	Stage 2: Implementation: 100% Construction Stage	N/A	N/A	3 930	1 017	0
	Kriel Ext & community of Ga-Nala (WWTW)	Emalahleni				Stage 2: Implementation: 15% Construction stage	Stage 2: Implementation = 25% :construction progress	Stage 2:Implimentation = 30% :construction progress	Stage 2:Implimentation = 50% :construction progress	7 000	13 001	0
	Upgrading of Pap en Vleis bulk Sewer line (Multiyear)	Emalahleni				Stage 1:Planning = 25%.Procurement Stage: BEC Resolutions	Stage 1:Planning = 25%.Procurement Stage: BAC Resolutions	Stage 2: Implementation: 10% Construction Stage: Award contract to contractor and Hand over certificate	Stage 2: Implementation = 25% construction progress	2 700	2 300	0

Projects for priority Issue 12: Sanitation

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Sustainable Infrastructure and Service Provisioning	Waste Water Pipile Sewer Pipeline Kgomo Street Phase 3 Multi-year)	Victor Khanye	SDID 14		Increased access to healthy sanitation	Stage 2: Implementation = 50% : Construction progress	Stage 2:Implimentation stage = 60% Construction progress	Stage 2: Implementation = 70% Construction progress	Stage 2: Implementation Stage Phase = 80% : Construction progress	8 086	9 526	0

Projects for priority Issue 14: Roads and Storm water

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Sustainable Infrastructure and Service Provisioning	Procurement of two (2) Graders	Victor Khanye and DRJSMLM	SDID 16		Increased accessibility to all destinations in the District through efficient and reliable road network	Stage 1:Planning= 5%.BEC and BAC Resolutions	Stage 2: Awarding of contract = 15% : Awarding of contract to service provider	Stage 2: Manufacturing = 100% : Delivery of Water Tankers	N/A	5 300	0	0

Projects for priority Issue 14: Roads and Storm water

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Sustainable Infrastructure and Service Provisioning	Miliva RDP Route(multiyear)	Thembisile Hani	SDID 16		Increased accessibility to all destinations in the District through efficient and reliable road network	Stage 2: Implementation: 100% : Construction progress	N/A	N/A	N/A	2 358	7 861	0

Projects for priority Issue 14: Roads and Storm water

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Sustainable Infrastructure and Service Provisioning	Phola Park Vehicle Bridge to Tweefontein J	Thembisile Hani	SDID 16		Increased accessibility to all destinations in the District through efficient and reliable road network	Stage 2: Implementation Stage = 60% : Construction progress	Stage 2: Implementation = 80% Construction progress	Stage 2: Implementation = 100% : Construction progress	N/A	3 500	7 000	0

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Projects for priority Issue 19: Waste Management (Technical Services)

Strategic Goal	Project	Location	System ID	Outcome	2017/18				Budget R 000's		
					Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2016/17	2017/18	2018/19
Healthy Social Environment	Reviewed NDM Integrated Waste Management Plan (IWMP)	-	SDAR 6_150	Creation of clean, safer and sustainable neighbourhoods	Bid Specification Committee Approval for the Reviewal of NDM IWMP (25%).	Service Provider Appointed (50%)	N/A	NDM Integrated Waste Management Plan (IWMP) Completed (Council Resolution)	450	0	0

Projects for priority Issue 15: Transportation

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Integrated Regionalised Planning	Gazetting of Transport By Laws	District wide			Increased accessibility to all destinations in the District through efficient and reliable road network	Review of GIS Strategy	Establishment of the GIS Task Team	Advertisement of Tender	Appointment of service provider and Inception report in the implementation of GIS	250	300	0

Projects for priority Issue 20: Economic Development and Job Creation (Local Economic Development)

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/20
Promotion of economic development	Development of Township Economy Strategy					Develop Terms of Reference (TORs) and advertise (20%)	Appoint Service Provider (50%)	Draft Strategy (75%)	Final Strategy with Council Resolution (100%)	250	0	0
	Approved Feasibility Study for Integrated Green Economy Solutions in Nkangala District Municipality					Finalise Integrated Waste Management Feasibility Study (20%)	Develop Terms of Reference (TORs) and advertise((35%)	Appoint Service Provider (50%)	Integrated Waste Management Feasibility Study submitted to council and Implement Project (100%)	3 000	3 500	0

Projects for priority Issue 20: Economic Development and Job Creation (Local Economic Development)

Strategic Goal	Project	Location	Code	System ID	Outcome	2017/18				Budget R 000's		
						Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone	2017/18	2018/19	2019/2(
Promotion of economic development	Development of NEDA Financial Model	District Wide			To create job opportunities	Advertise for the Appointment of Service Provider	Appointment of Service Provider	Implement Project	Final Report and Council Resolution	250	0	0

10. CONCLUSION

The SDBIP is a vital monitoring tool for the Executive Mayor and Council to monitor in-year performance of the municipality. The SDBIP gives meaning to the budget and the IDP and will inform both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and section 46 (end-of-year annual reports). This enables the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of under-performance.

The SDBIP provides the top layer of information for the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP provides the council the monitoring tool to review the performance of the municipality against set quarterly targets on service delivery

SIGNED: .....

DATE: 28-06-2017

EXECUTIVE MAYOR

SIGNED: .....

DATE: 28/06/2017

MUNICIPAL MANAGER